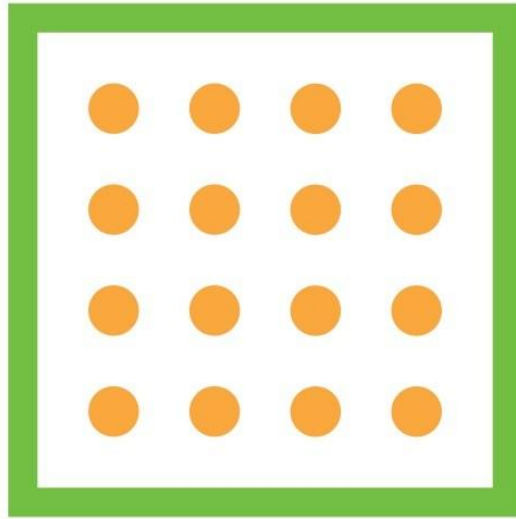


# **Wilmington Green Box: SWOT Analysis**



# WILMINGTON GREEN BOX

## HEALTHY GOODS IN A CREATIVE WAY

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### Contributions

**Sophia Crisomia:** Introduction to Team Members, Introduction to Organization, Interview Insights, Finances, SWOT Analysis, Project Proposal

**Joey Lanzona:** Branding and Marketing, Board of Directors, Social Entrepreneurial Ventures, Comparable Agencies, *Good to Great* Applications, SWOT Analysis, Project Proposal

**Bailey Davin:** Mission Statement Application and Analysis, Short Term and Long Term Goals, Volunteers, Location and Logistics, *Heart Head and Hustle*, SWOT Analysis, Project Proposal

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## **I. Introduction**

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### **A. Introduction to Team Members**

Our team consists of three University of Delaware juniors: Sophia Crisomia, Joey Lanzona, and Bailey Davin. We learned about our personal traits, values, fears, perspectives, and goals to create a better understanding of ourselves and purpose in Tier 1, which was centered around personal leadership. In Tier 2, we worked with a non-profit to carry out projects whilst learning about methods to successfully lead diverse teams. Sophia Crisomia, Joey Lanzona, and Bailey Davin were each compelled to join Wilmington Green Box as they are guided by a set of shared values and passions. As Tier 3 Community Fellows, we have had the opportunity to creatively apply our knowledge bases in the health and science fields so as to best advocate for the needs of Wilmington Green Box and the larger Wilmington community. Through communication, we understand the importance of thinking critically and purposefully via perspective taking; in doing so, we have cultivated a positive atmosphere that welcomes idea sharing, active listening, and problem solving. Since each of us are interested in health related fields, Sophia medicine, Joey physical therapy, and Bailey nutrition, we have been able to observe Wilmington Green Box holistically and tactfully by embracing each other's approaches, lifestyles, and learning styles. Together, we are working with Wilmington Green Box to establish an urban garden and corresponding education program for teenagers to learn about sustainable living and plant-based nutrition. This is coupled with dual efforts to solidify the organization's internal structure. To meaningfully contribute to the local community, Sophia, Joey, and Bailey have divided group roles in a way that maximizes team members' strengths and encourages engagement, empowerment, and accountability. Importantly, tackling the analysis of Wilmington Green Box, continuing the 2019 Tier 2 project, and innovatively determining a new project has necessitated that we be adaptable and resilient. Sophia is the project manager, Joey is the spokesperson, and Bailey is the liaison coordinator.

#### **Sophia Crisomia: Secretary**

Sophia values education, encouragement, and integrity. Her passions include addressing healthcare disparities so as to eliminate a lack of access due to race, socioeconomic background, and geographic location. Moreover, she is interested in increasing accessibility to nutrition and lifestyle medicine education for K-12 children. She is also passionate about increasing access to healthy food options in urban communities. Given these interests and passions, Sophia is highly motivated by the transforming work Wilmington Green Box is doing. Sophia's role of secretary consists of creating meeting agendas (objectives and SMART goals), keeping meeting notes, creating a timeline, keeping record of interviews and nonprofit information, and assisting with research and email outlines as needed. As a green, Sophia is a conceptual and independent thinker, which is important in the secretary role. She expects follow through, is analytical, logical, and conceptual. Since Sophia is very systematic and organized, it is fitting that she takes notes during meetings/interviews as she can adeptly determine what is the most important and pertinent information to record; these traits simultaneously ensure the group timeline is effectively managed. That information is then relayed to Bailey, the liaison coordinator to keep our liaison updated, and Joey, our spokesperson can act on the information as needed. Sophia's strengths include Go-Getter, Mentor, and Monarch. As a mentor, Sophia is extremely disciplined and continuously seeks to improve systems. As a Go-Getter, Sophia is focused, and redirects attention to the

nonprofit's mission as needed. Therefore, she can accurately take notes and organize information to maximize team efficiency. Additionally, as a monarch Sophia is reliable and can adeptly create plans to meet deadlines set by the team and our liaison, whilst creating opportunities for improvement. As a result of these strengths, the role of secretary is fitting for Sophia. Moreover, Sophia's top five Clifton strengths include discipline (executing), strategic (strategic thinking), achiever (executing), focus (executing), and analytical (strategic thinking). Secretaries must be methodical, take accurate notes, ensure all team members are informed, and deal promptly with correspondence, which are activities that compliment Sophia's Clifton strengths. Overall, Sophia's true color, strengths and shadows, and Clifton strengths are reflective of the secretary role and have contributed to the team's ability to meet goals.

### Joey Lanzona: Spokesperson

Joey values compassion, fun, and affirmation. His passions include veganism, which is a way to combat environmental racism and health related racism. He also believes it is pivotal that people of color and their respective communities are supported to promote self efficacy. These passions reinforce Joey's ambitions to work with Wilmington Green Box, a nonprofit focussed on plant based living and increasing accessibility to fresh produce in a community whose majority is people of color. Joey, our spokesperson, is responsible for conducting research and managing communication with city officials and organizations outside Wilmington Green Box that align with Wilmington Green Box's mission. Namely, this includes determining the appropriate officials to assist with water line sourcing and management for the WGB urban garden. Indisputably, Joey's strengths make this role very fitting. As an orange, Joey is charming, impactful, and immediate. His promptness, quick action, and performance oriented mindset has allowed him to accurately benchmark team progress as he connects with different city workers to determine a garden water source. Joey's strengths include Gentle Heart, Merrymaker, and Helper. As a Gentle Heart, Joey is kind and is very respectful and patient when talking to city workers on the phone. As a Merrymaker, Joey is enthusiastic and adaptable. His enthusiasm resonates with our team and always raises the heat so we may pick up momentum. Also, his enthusiasm promotes team members' ideas and talents, therein cultivating a sense of acknowledgement and appreciate among team members. As the Helper, Joey is always checking in and supporting team members. The culmination of these strengths have created a positive, mellow, and approachable environment for all team members to contribute. Joey's Clifton strengths include restorative (executing), positivity (relationship building), developer (relationship building), activator (influencing), and harmony (relationship building). As exemplified by the Clifton strengths analysis, Joey is a positive person, and with his harmony, he helps unify the team and liaisons, thereby inspiring everyone to stay focused and squash doubts. This in turn enhances his activator strength, what is an obligation to mobilize and readily accomplish tasks like finalizing water access. Overall, Joey's true color, strengths and shadows, and Clifton strengths are reflective of his aptitude for the spokesperson role.

### Bailey Davin: Liaison Coordinator

Bailey values health, education, and compassion. Her passions include reducing the prevalence of health disparities in lower income communities specifically due to a lack of access to nearby nutritious, plant based food options. She believes food education and the creation of safe places for physical activity are equally important. As the liaison coordinator, Bailey is responsible for sending emails to Jason and other WGB representatives. This includes reaching out with meeting information, asking for supplemental information, and sending meeting reminders. Bailey's strengths allow her to adapt seamlessly to this role. As a green, Bailey is hypothetical, analytical, actively develops models, and pursues new ideas. These traits are important for a liaison coordinator because it enables Bailey to ask questions, seek to understand, and think creatively alongside team members to create an amazing product for the nonprofit. Bailey's strengths include the Gentle Heart, Helper, and Go-Getter. As a Gentle Heart, Bailey is empathetic and forgiving, allowing her to be flexible with team members and our liaison as schedules can be subject to change. As the Helper, Bailey feels it is important to take care of others who

need assistance; in sending emails, Bailey effectively streamlines communication between team members and Wilmington Green Box to ensure everyone is always on the same page. As a Go-Getter, Bailey is goal driven and motivated, allowing her to prioritize communication with our liaison so that we may stay on track. Bailey's top five Clifton strengths include learner (strategic thinking), harmony (relationship building), individualization (relationship building), empathy (relationship building), and input (strategic thinking). Notably, as a learner, Bailey is unfailingly excited to find out information and is always ready to hit the ground running. Strengths in harmony, empathy, and individualization make Bailey a successful relationship builder and conflict mediator; these strengths provide her with the capacity to ensure team members are operating with the same vision in mind. Collectively, Bailey's true color, strengths and shadows, and Clifton strengths allow her to execute the function of a spokesperson, hence preventing dysfunctions of a team.

### **As a Team**

Together, Sophia, Joey and Bailey share some similar colors, strengths and shadows, and Clifton strengths. However, in paying attention to the differences in one another's strengths we have come to generously appreciate the unique qualities that culminate into creating such a collaborative team. It is important to consider the differences in our Clifton strengths as they have greatly reinforced our team roles and the interconnectedness of them. Bailey and Joey have a preference in Harmony, which is the only overlap in their specific strengths. In addition, they both share three strengths in relationship building. Joey has the only strength in influencing. Both Joey and Sophia have at least one strength in executing - Joey has one, and Sophia has three. Both Sophia and Bailey have two strengths in Strategic Thinking. Highlighting differences like these reinforce our team's appreciation for diversity in thoughts. Though our passions of plant based nutrition, food education, sustainability, and equality in healthcare, the way we mobilize and act upon those passions as community fellows, differs. In sum, our distribution of team roles has not only allowed us to maximize our strengths, but has also illustrated a cohesive interconnectedness that has helped establish a strong relationship with our nonprofit organization, Wilmington Green Box.

## **B. Introduction to Wilmington Green Box**

### *History*

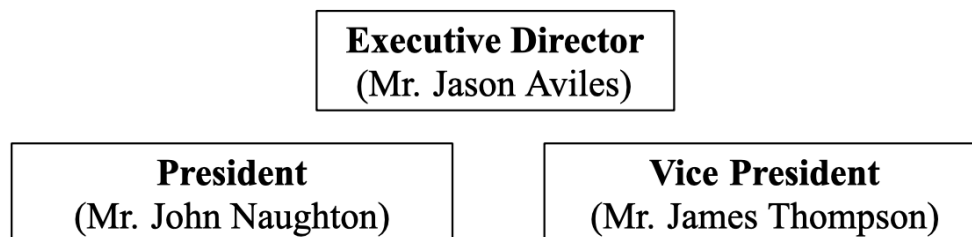
During the 2020-2021 year, the Blue Hen Leadership Program Tier 3 Community Fellows team consisting of Sophia, Joey, and Bailey are working with the 501(c)(3) organization Wilmington Green Box of Wilmington, Delaware. Since Wilmington Green Box became a 501(c)(3) recognized organization in 2016, it has been devoted to providing at risk teens with entrepreneurial working positions. They also create access to fresh produce and healthy goods for urban city communities. Their reasoning: Wilmington is a food desert. With over 65 percent of Wilmington residents living more than a half-mile from a grocery store, it is difficult for residents to access fresh produce, especially those without vehicular transportation, are elderly, or have underlying health conditions. In addition, there are few entrepreneurial jobs available to teenagers. This is especially concerning for Wilmington Green Box because crime in the city continues to increase; homicides have increased 22 percent in Wilmington since 2017. In hopes of battling this statistic, Wilmington Green Box seeks to provide teens with entrepreneurial opportunities through their non-profit and for-profit ventures to keep them away from the negative influences of their neighborhoods.

In 2016 (phase 1), Wilmington Green Box launched seasonal mobile push carts which sold healthy juices and fresh produce, whose launch was organized by employed teens. From June to October of 2016, one teen had been employed, two volunteers joined the organization, and over 1,300 healthy products were purchased from local vendors. In July 2017 (phase 2), a seasonal public green space on North Market Street was created; three at-risk teens were employed, one volunteer joined the

organization, and Wilmington Green Box continued to offer locally sourced goods. Importantly, training is a large part of maintaining Wilmington Green Box's infrastructure of teen employment. Teens are provided with entrepreneurial opportunities by doing things like making juices and operating mobile carts, whilst being provided with needed training and mentorship where they can develop transferable skills. As a result of their efforts, Wilmington Green Box has served over 30,000 people; specifically, over 65% are African Americans from Wilmington. In phase 3, ranging from June 2018 to November 2018, Wilmington Green Box employed six teens and brought on one full time adult employee. The organization partnered with Big Fish Restaurant Group to introduce its own line of bottled cold-pressed juices. Today, the nonprofit organization, Wilmington Green Box operates with its for-profit entity, the Green Box Kitchen through similar goals.

Our primary point of contact With Wilmington Green Box is Jason Aviles, the Project Director. Jason Aviles takes on many responsibilities within his leadership position as Project Director. Within his role, he is responsible for training and onboarding employee teens and overseeing operations and development of the program. Generally, he oversees staff to ensure progression matches that of the intended timeline. He creates, schedules, and follows up with workers so that projects proceed as intended. Several projects Jason is currently working on includes the urban community garden and the SNAP Benefits program. Jason is the driving force for financial decisions. He spearheads grant research. Jason gives the budget and John works within the budget. John goes off of Jason's lead. He was not required to hold any certification for his leadership role, however, it is important that he is organized, communicates clearly, has the capacity to delegate, manages team/time/risk management, and implements problem solving strategies. He interacts with teens consistently, (almost daily) and communicates with customers weekly. The teens and the people who receive the products benefit. Jason believes Wilmington Green Box is a workforce development program at its core, implying teens benefit most from the program. Though board members do not receive any training, the teens do. Nysamere, a teen employee at Wilmington Greenbox who makes and sells cold pressed juices, received two weeks of training. The first week was a communication based training (speaking to customers, posture, creative brainstorming) and the second week was based on his job functions (using POS, iPad, checking inventory, making sales, giving people rewards points, how to process, weight out, bottle, and going to a workspace to give free samples to tell others about the WGB mission). Nysamere describes the Wilmington Green Box workplace environment as friendly and inspirational. Jason plays a large role in training the teens, providing them with constructive criticism and room for growth so that they may improve (psychological safety). In sum, Jason Aviles, the Wilmington Green Box project manager plays an essential role in overseeing projects development and training teens so as to amplify their mission.

#### *Wilmington Green Box Organization Chart*



*Figure 1: Board structure of Wilmington Green Box. The board consists of 3 members, with an Executive Director, President, and Vice President. The board does not hold regular meetings or have official voting procedures. The executive director oversees other staff, however role division is not formally divided.*

#### *Mission Statement*

Wilmington Green Box is a nonprofit based out of Wilmington, with their for-profit arm, a restaurant called The Green Box Kitchen, with locations in Philadelphia and Wilmington. Wilmington Green Box aims to expand and refine our approach to workforce development (holistic in nature) and to make access to healthy food easy and approachable on a national scale. Their three core values include at-risk teen employment, healthy food access, and nutrition education. Guided by its mission, Wilmington Green Box hopes to employ at-risk teens while providing greater access to fresh produce. The mission statement of Wilmington Green Box, as stated on their website, is as follows:

*“We are a 501(c)(3) non profit project that provides at-risk teens with entrepreneurial jobs while supplying communities with direct access to cold pressed juices and healthy goods.”*

### *Financials Overview*

All financial information for Wilmington Green box has been collected through excel documentation and email logs provided by our project liaison, Jason Aviles, as they are not required to file an IRS form 990 due to income. The following financial information is for the year 2019. Total expenses for Wilmington Green Box was about \$48,000 in 2019. Total revenue was approximately \$44,000. The organization is obtaining financial support through its for profit venture, the Green Box Kitchen, through grants, and through donations. Donation revenue is not further broken down in the excel sheet to specify the types of donations, the amount, or from whom. Several notable grants found in email correspondence between Jason and other organizations include a \$10,000 Capital One grant or the \$49,900 grant from DHS. Wilmington Green Box is heavily benefited by donations like these. In 2019, Wilmington Green Box was operating in the red with a net profit of -2,828.20.

### **C. Interview Insights**

After interviewing Jason Aviles, the Project Director, John Naughton, the Construction Manager and board member, and Nysamere, a teen employee, it is clear that Wilmington Green Box is truly making change within Wilmington. Creating a space for the community to go through learning activities and developing and strengthening connections is priceless and it is that mentality that propels the organization forward. There are several reasons why Wilmington Green Box advocates for a plant based lifestyle. It is sustainable on all fronts because their food products are being created by the community, for the community. Additionally, as Jason describes, it is being 100% vertical and having long term access to natural, plant based foods that are going to allow for health needs to be met. Focusing on plant based nutrition is a source of education. It serves as an opportunity to reestablish one's connection with nature in an urban environment, which in turn shifts perspective on nature. Wilmington Greenbox uses a two pronged educational approach that creates opportunities for business professional and personal growth and development. Having the opportunity to use fresh fruits and vegetables to create all natural cold pressed juices encourages self efficacy. There is a brick and mortar ideology to it. What is unique about Wilmington Green Box is the teens' experiences and their educational journey through entrepreneurial activities. They are placed in a supportive environment with mentorship that allows them to grow better as a whole individual. What the teens do on a community level is the platform through which that may transpire. Opportunities at WGB are very cyclic; the teens are becoming better people for their family and society; their community is directly benefited from that in turn.

As evidenced by the three interviews, there are several traits that Wilmington Green Box contributors possess that allow them that allow their presence to speak volumes with the community with which they serve. Several of these traits include being approachable, being able to meet people where



they are without judgement or bias, and being as comprehensive as possible. In three words, Project Director Jason Aviles describes WGB culture as safe, dynamic and fun. The WGB culture is open, very personal and free-flowing. As emphasized by Nysamere, Jason is seen as a mentor rather than a boss, providing the teens with what Jason refers to as a sense of emotional and psychological care. Both John and Jason have a close relationship to the people with work at the Green Box kitchen; “it is not like a normal workplace environment,” as John said. Everyone is closely connected.

Jason’s and John’s relationship with board members is very similar. The informal and unorthodox work culture is critical to shaping the welcoming, risk-taking environment without intimidation. There is no bureaucracy to get in the way when an opportunity presents itself. Jason believes taking risks is part of the learning experience, though it is important to be smart and strategic at the same time. Contributors to the organization feel comfortable and are encouraged to do something in their own way; they all operate in a similar mindspace with limited capital. Importantly, most board members know each other on a personal level, which is reflected in the unorthodox and laid back atmosphere that is WGB. Contributors like Jason and John are from Wilmington and grew up in the area, so they know what it is like to be in that environment; they in turn choose to dedicate time to cultivate a positive atmosphere for teens. To make a decision between contributors, informal feedback is used. Both board members and teens are involved in the decision making process. For example, the teens are asked about their opinions on new juice recipes. Wilmington Green Box does not have a solidified board with regular meetings. As a result, because board members have such a personal relationship, the feedback loop is consistent and constant (daily). Though risk taking is encouraged, everyone is a part of the decision making process. Because each board member knows one another's' strengths, it becomes more manageable to make decisions as a smart collective. Jason always asks for feedback from fellow board members and teens, however is looking for more formal feedback avenues. Currently, Wilmington Green Box receives formal feedback from people using their products through social media platforms. In sum, Wilmington Green Box has an informal atmosphere focused on the kids, creating opportunities for them, and providing them with a nurturing environment.

What makes it all worth it for those involved within the organization? The end result. It is being able to see the teens grow through an experience that allows them to evolve and develop into more well rounded people who are more productive, confident, and self aware. Nysamere’s experience as an employed teen resonates with those sentiments exactly. To get to the end result, however, there is no real blueprint, as John explained. They trust fellow board members to get needed information through open communication. Jason is the driving force for financial decisions, spearheads grant research, and John works within the budget, which is actually one of the most challenging things as a board member, according to John. Wilmington Green Box is working with limited funding. Projects have the opportunity to change a lot of lives and provide healthy opportunities to the city, but sometimes funding for the resources they need to accomplish this is scarce. Wilmington Green Box is satisfying an education gap, but does not receive the funding it needs to do so. To receive funding, they do different events, like at bars and fundraisers (in person and online). This stalled because of COVID. Due to COVID, the kiosk has not opened. When needed, board members can achieve laser focus to work toward a common goal like fundraising. However, when a goal is met, WGB celebrates by taking more action because when things happen, the mentality is to continue to keep the momentum alive. For that reason, Jason believes they do not do enough celebrating. To measure their successes, board members look to see that everyone doing what it is they say they are going to do. Seeing their hopes and ideas come to life and become

tangible is a definable way to measure success, like seeing the transition from just one teen employed to 15 new teens now trained and part of the organization. It is clear through the interviews that teens like Nysamere are the driving force of Wilmington Green Box and plant-based nutrition fuels those ambitions. Overall, though Wilmington Green Box may be a small organization operated by an undefined board, they have the best interest of the Wilmington community at heart.

## **II. Information for SWOT Analysis**

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### **A. Mission Statement Application and Analysis**

Wilmington Green Box makes it clear from their mission statement that they strive to achieve two main purposes: provide at-risk teens with entrepreneurial opportunities, and increase supply of healthy goods to the local community- this is the “what” part of their mission statement. However, Wilmington Green Box does not make their “how” entirely clear- the specifics about the communities they aim to serve, in what capacity at-risk teens are given the tools to partake in entrepreneurial endeavors, and they do not elaborate on what they mean by “at-risk” and “healthy goods”. Some, but not all, of these specifications are indeed made in the background information on their website. The community they aim to help is the local citizens of Wilmington, as they mention they have served “more than 3,000 people - over 65% [being] African-Americans who live in the local Wilmington community”. The healthy goods are further defined as “fresh pressed juices, fruit salads, fruit infused ice pops and all-natural lemonade”. It is not specified whether these items count as the “fresh produce” they also mention as another product they sell. The only information they expand on regarding the teens is that they are trained and employed to provide the healthy goods- while this clearly describes an employment opportunity, it does not elaborate on any entrepreneurial component and how this has positively impacted the teens’ futures. Better defining the work they do for the youth of Wilmington would shift WGB’s mission statement to one that is less business-oriented and better highlights their outreach to the community.

On their website, Wilmington Green Box names the three core values they live by- at-risk teen employment, healthy food access, and nutrition education. These first two values are directly named in their mission statement. However, it is unclear how nutrition education is achieved within the work Wilmington Green Box does. Allowing for individuals to be closer in proximity to commercial plant-based food items made from natural ingredients does not necessarily guarantee newfound knowledge about how to incorporate a more sustainable and nutritious lifestyle. Moreover, the “three day juice cleanse” currently being advertised on their website may be disconnecting them even further from this third value. Most of the time, ads for juice cleanses that claim to be a “detoxifier” are seen from business ventures attempting to capitalize off diet culture, and this may not be the language that should be used by a nonprofit organization that wants to increase the access of whole, plant based food options from fresh ingredients. This is another example of where Wilmington Green Box could improve their mission statement to direct it more towards community outreach rather than make the distinction between their business side and their nonprofit side more convoluted.

Although the “how” of the mission statement and the emphasis on their community- oriented nonprofit work could be further refined, it is certainly clear from their mission statement that as an organization, Wilmington Green Box aims to address two major issues that keep those living in more

socioeconomically poorer areas at a disadvantage- lack of support and resources to foster growth in youth, and reduced access to healthy eating options.

## **B. Short Term and Long Term Goals**

From the beginning of their creation to today, Wilmington Green Box has made tremendous strides in making their presence known within the Wilmington community. They have successfully employed 15 teens in the juicing operation, were able to expand from the mobile push cart to the tri bike and outdoor kiosk, and developed a restaurant business they can use to fund the nonprofit operations. With the restaurant proving to be a success, two more restaurants were opened in Wilmington and Philadelphia- on par with Wilmington Green Box's hopeful long term plans of continuous expansion where they open restaurants at the regional, even national level, with the nonprofit services following wherever the business goes. The development of the urban garden is the major short term goal highest on their priority list. As of right now, Jason and John are working with a horticulturalist as well as consulting with a company based in California who are experts in urban garden planting and growing. The major roadblock they are currently facing is the lack of access to a running water meter beneath the space. Figuring out the water situation, as well as the logistics of implementing beds and determining what kinds of produce are going to grow best according to season and location, are going to be crucial for maximizing the space as another useful resource for serving the community. Once the plans for the physical space are finalized, the next step with this project is to determine how growing this fresh produce could best serve the community- giving products directly to consumers, using it for educational programming, employing more teens, or using it as an ingredient source for the restaurant are all possible options.

One long term goal, which ties into their overarching long term goal of expansion, involves better formalization of the Board. As of right now, the board members are just Jason, John, and James. In fact, they are the three people in charge of the whole nonprofit. This creates a conflict of interest, as the Board is the body of the nonprofit that is supposed to independently oversee the nonprofit operations in the best interest of the community. Jason has acknowledged that forming a board that functions separately from the people in charge of executive operations is going to be critical if they indeed want to eventually be recognized at the national level.

## **C. Finances**

Since Wilmington Green Box is a relatively small nonprofit, its annual income means they are not required to complete the IRS 990 form; it is therefore not available on Guidestar or the IRS website. Upon closer review of Wilmington Green Box's finances, it is seen that cost of sales is less than half of its operating expenses, indicating that a large proportion of WGB's budget is spent on overhead expenses. This normally is not desired within the nonprofit world. The Better Business Bureau indicates that no more than 35% of a nonprofit's total expenses should be going to operating expenses.

To keep track of finances, Wilmington Green Box uses an excel sheet. The provided financial information is for 2019. The cost of sales totaled to \$11,859.08. Of that total, the cost of goods sold was \$8,239.53 and the cost of service was \$3569.55. Operating expenses totalled \$35,257.77. Total expenses for Wilmington Green Box was \$47,116.85 in 2019. There are some large initial costs associated with expansion, and since the push cart, then tri-bike, then kiosk, then kitchen, WGB has continued to grow,

thereby legitimizing the debt. In Wilmington Green Box's financial breakdown, salaries and staff compensation is shown through a salary and wage payroll expense, which was for the teens (\$6,808.14) and a payroll tax (\$629.75). Out of the total operating expenses, payroll and tax took up about 21%. This appears to be an extremely low number for a salary expense. WGB is at the moment, a small operation with smaller expense costs and smaller revenue relative to longer established nonprofits. Total revenue for 2019 was \$44,288.65. The idea was that the revenue generated by tapping into their new market as a result of the expansion would overcome the loss from the previous year used for that same expansion. Through the provision of grants, Wilmington Green Box has been able to make up for the loss; they did not need to take out a loan as a result. Sales revenue was \$21,644.44. What is listed as "other income" was \$22,284.00 and there is no breakdown to highlight income sources. This could be changed to offer a detailed breakdown of what "other" consists of. "Returns & Allowances" is listed as -13 dollars. The net profit was -\$2,828.20. Therefore the organization was operating in the red in 2019.

As mentioned in the Financial Overview of the Introduction, financial support for the nonprofit comes from its for profit venture, the Green Box Kitchen, grants, and donations. In the provided finances excel document, there is no breakdown of the \$353.21 in "donation revenue." Having a breakdown of where/who the donations come from may be helpful in planning future fundraising events, determining how to allocate funds for marketing, and grant applications that will yield the highest donation rates. That way, Wilmington Green Box can allocate resources so that opportunities for donations and grant receipt are maximized. Wilmington Green Box does not have a documentation system for keeping track of financial support. Specific grants and received donations can be reviewed or cross checked by looking back on emails to Project Director, Jason Aviles. As a result, compiling financial support through some online platform may be an efficient way to keep track of grants like the \$10,000 Capital One grant or the \$49,900 grant from DHS used to pay Jason and the Assistant Project Director, however the specific payroll breakdown for each employee was not noted. Due to COVID, there was no need for the Capital One grant. Instead, Jason and the Assistant Project Director are paid weekly as part time workers. Moreover, Wilmington Green Box has made less revenue in 2020 than anticipated due to COVID restrictions, which has led to a reduction in the number of cold pressed juices produced. The organization of financial support documents highlights a possible area of improvement to increase financial sustainability.

#### **D. Branding and Marketing**

Regarding the non-profit organization's web presence, Wilmington Green Box provides a website and an instagram to promote their message while showcasing the product the young entrepreneurs are making and selling. On the website, [wilmingtongreenbox.org](http://wilmingtongreenbox.org), the thumbnail of the organization's official video promotes the young entrepreneur and Teen Supervisor, Emmanuel Knotts. The mission statement and their 501c3 status is displayed as well. With the mission statement clearly stating that they provide at-risk youth entrepreneurial opportunities, it is only fitting that Emmanuel Knotts is not only their featured member in the official video but also showcased under the Meet the Team section. A video montage of their presence in the community was showcased as well, showing the Wilmington Green Box team and the youth accepting the Capital One Grant during a Blue Rocks game. The montage also shows the youth at the kiosk, along with the adult team members. Throughout the website, WGB shows that they are serious about the mission statement via celebrating their achievements. Scrolling down, one can follow the timeline of the non-profit with pictures and recaps of what had happened during the

monumental dates for the nonprofit. Transparency is key, contact information and the location for the kiosk is detailed at the bottom of the homepage. With the cinematic shots of downtown Wilmington, videos of the youth they are impacting manning the kiosk, and pictures of community members lining up to order juices, the target audience is the Wilmington community. It is the community asking for the kiosk for healthy opportunities, it is the community making the juices and providing it back to the community, and it is the community being centered at the heart of the decision-making process.

Like their webpage, the @wilmingtongreenbox instagram focuses their marketing through a community-focused lens. The teens are on full display, pressing juices and taking pictures of their product. Their local impact is further reached via social media, highlighting their outreach in forums such as being featured on WITN22, pictures and videos of the kiosk construction, and other health information being posted and featured on the isntagram. The instagram also featured an article written by Holly Quinn on local community news site Technical.ly, showing the community reach they are garnering. Centering the art and voices of Wilmington, Wilmington Green Box also featured local art from @7godxx in a collaboration with the artist drawing the label for one of their juices. Recently, the kiosk and restaurant are also accepting SNAP Benefits in reaction to many customers requesting for it. The announcement was made via social media to further accentuate outreach and to continue the legacy of archiving achievements and strides in further providing for the community.

#### **E. Board of Directors**

Board Members are people from the community charged with the duty of providing monitoring and resources for a non-profit. The role of the board member is to be independent, meaning that the Board Members may not be individuals doing the work the non-profit needs to do. The Board is also tasked with making decisions on behalf of the non-profit organization, while an external member hired by the Board of Directors ensures that The Board is accomplishing the tasks they have promised to do. Board Members are chosen from the community - they want to help the non-profit and to represent the stakeholder as opportunities come-and-go. As Board Members, they must think of the best interest of the organization, and not of how the Board Member may benefit. Regarding monitoring, the board members must strategize the outreach through looking at the number of activities performed by the nonprofit or the people affected by the nonprofit. Recording specific touchpoints can result in future sponsorships for the nonprofit, tying the Board's duty in financial oversight through sourcing revenue and establishing regular reporting. Due to the lack of a Board, Wilmington Green Box had trouble producing the financial data, highlighting a necessary gap to establish the nonprofit's organizational structure. Without a board, donors are not educated on the distribution of their money and can cause a rift between the organization and beneficiaries. With a board, financial transparency can become a standard and will provide assistance to the nonprofit when reporting financials is required.

In the case of Wilmington Green Box, the three members of Jason Aviles, John Naughton, and James Thompson serve as the Board. In an interview with Jason, he believes that the solidification of a board will be important when the non-profit goes on a national level. The current work environment is informal and unorthodox. Everybody involved is brought in for the decision-making process and Jason, for both the teens and the other team members, serves as the mentor rather than the boss. The dynamic for the board is intimately connected, although Jason hopes to be more professional and established as a Board to truly distinguish the nonprofit. However, the board's role is to be an independent perspective. Instead of Jason meeting with entrepreneurs who were advising against a for-profit and non-profit split, a

board member could have provided the necessary expertise to assist with the process of doing both rather than shutting down the entire idea. The board can provide support through expanding networks and building trusts. Although the board member must be prudent, sticking to the mission of Wilmington Green Box of providing the community with healthy foods with a garden-to-restaurant pipeline is within the line of the nonprofit mission.

The teens have a month-long training process guided by Jason. Nysamere recalls that mistakes happen but Jason has established a rapport where mistakes are necessary for growth and that Jason cares more about the end-result. The team members are not trained, but Jason prefers people who are self-starters as he dislikes micromanaging people. The real training is the experience, with Jason saying that he “throws them in and they refine the hard skills through experience and develop the soft skills.” Recently as of October 12th, formal onboarding training from the Dual School, showing an evolution towards community-outreach for more mentoring opportunities for the youth.

## **F. Volunteers**

At the moment, there are no volunteers or volunteer training programs associated with Wilmington Green Box, although they seemed to have a few in the past based on the information detailing the different phases of the nonprofit’s expansion on their website. The nature of how Wilmington Green Box is run may not necessarily require a volunteer base when it comes to the production of the juices and other healthy goods, because the goal is to hire local teens to carry out the manufacturing, bottling and selling process for the juices and have them be financially compensated for their work. However, with the potential development of the garden, Wilmington Green Box may benefit in the future from volunteers to help maintain the growth, harvesting, and upkeep of the plot of land. Wilmington Green Box may also benefit from volunteers overseeing managerial and administrative duties concerning the teen employees like payroll, local media outreach for hiring, and sourcing of equipment.

## **G. Location and Logistics**

Wilmington Green Box now uses their outdoor kiosk and green space as their main medium to sell their juices, fruit salads, fruit ice pops, and homemade lemonade. It is a sufficient operation during the warmer season (from May to about October), but not a viable option during the colder months. This means that for half of the year, WGB is put at a major disadvantage and cannot operate to its full capacity. This was one of the big reasons for the opening of the restaurant- to have a year-round operation with a physical space equipped for selling more meal-type plant based food options. Located on N Market Street in Wilmington, Green Box Kitchen provides a cozy eating space with vibrant art on the wall, viewing access to the kitchen operations, and plants placed throughout the restaurant to accentuate their theme. This welcoming, health-based atmosphere has proved to be attractive to customers and has led Green Box Kitchen to being a fierce competitor among the various eateries found on N Market Street. The success of the restaurant was not the predicted outcome from the financial advisors who met with Wilmington Green Box, as they argued that a vegan restaurant focused on nutritious, natural menu items was not going to mesh well with the Wilmington culture.

Though the creation of the restaurant addresses some of the limitations of having just outdoor spaces to sell healthy food items, as mentioned before, Green Box Kitchen is not part of Wilmington Green Box’s nonprofit enterprise. So while there is a greater opportunity to sell a wider range of healthy food options, the goal to have the nonprofit to be fully functional all year round is not necessarily being

met. However, another piece of property that Wilmington Green Box has now acquired that could be used for the benefit of the nonprofit is a small plot of land located on 14th and 16th Buena Vista Street. The plan is to use it for the development of an urban garden. As of right now, Jason and team are working with other partners to explore the logistics of using that space to successfully transform it into a place that can support the growth of fresh produce and serve the local community.

## **H. Social Entrepreneurial Ventures**

Throughout the conception of Wilmington Green Box, Jason had to participate in many entrepreneurial competitions to get grants to fund his projects. One grant involved the Citibank grant which provided Wilmington Green Box \$10,000. Iconically, Wilmington Green Box, with the support of the local Wilmington community, established a brick and mortar to address the lack of fresh produce in downtown Wilmington. As the restaurant's sole Social Entrepreneurial Venture that solidified them past just a juice box stand, WGB took a risk that served the community first.

Risk-wise, establishing a restaurant is financially-intensive in addition to being a venture that is unfavorable to start up in. Jason stated that pitching his ideas to other entrepreneurs found the risk to be too high to outweigh the potential financial rewards, but the emphasis of the project solely was on community need. Despite claims that there was not a market for the vegan or plant-based lifestyle, the restaurant was operating maximally with far better margins than existing restaurants. The purpose of the restaurant was to serve the community past just juices and fruit salads - the community wanted more variety.

Although COVID-19 proved the restaurant to not be risk averse as the restaurant was open a fraction of their usual hours, the store was able to open two other locations. The Philly location, due to WGB's flexibility, hopped onto the dropshipping and ghost kitchen trend that big chains such as Chick-Fil-A and Taco Bell are doing. Restrictions with seating allowed room for take-out or food delivery options, which WGB is capitalizing on with connections with different food services. Due to food delivery innovation, overhead costs are cut and will require cooks to function in the restaurant as the delivery services will take care of the rest. While most restaurants are closing down, Wilmington Green Box opening more stores proves the brand is willing to take risks and to revel in the service made for the community.

## **I. Comparable Agencies**

Among the agencies with similar missions, Wilmington Green Box is raw, real, local, and informal. WGB is close-knit, prioritizing quality mentorship relationships between the non-profit owners and the underprivileged youth they serve. A teenager who is working under Wilmington Green Box, Nysamere, sees Jason as his mentor especially due to Nysamere's uncle creating the bond between the two.

ActivateFood Arizona is a similar nonprofit to Wilmington Green Box in that both have mission statements that express their desire to improve access to locally sourced, healthy and inexpensive food to the surrounding communities. Both have developed similar solutions to providing this healthy food that focus on delivering it out to the community rather than having individuals come to them. While Wilmington Green Box uses their mobile pushcart as well as their kiosk to bring their cold pressed juices, fruit salads, and lemonade to those who want it, ActivateFood Arizona employs their own unique system

called Farm Express Mobile Markets- a mobile produce market that delivers to schools, health clinics, senior centers, and more around Phoenix and Tempe.

From the website, it appears that ActivateFood Arizona has a more extensive Board and employee network than WGB. On the site they introduce an Executive Director, a Program Manager, and Administrative Consultant, and lists a Board of Directors along with their specific titles. This nonprofit appears to be more organization within their structure and has assigned very specific roles. Wilmington Green Box has titles of the four team members listed on their website but do not provide further information on what the specific roles of each member is. From what information we've gathered about WGB's structure, we can tell that titles within the organization are more of a formality. Roles and responsibilities appear more free flowing and there does not seem to be much of a hierarchy at all. In fact, there are not really enough nonprofit members to delineate an executive director, a board, and a staff. Jason Aviles, the Project Director, commented that they don't really ever have regular "Board" meetings.

The other component that Wilmington Green Box emphasizes in their mission statement besides providing access to nutritious goods is the employment of teens in lower income urban areas. While ActivateFood Arizona does seem to care about the health and wellbeing of children within the community, their focus is not on entrepreneurship or employment of at risk teens. This is a major separation of the two organizations. ActivateFood Arizona appears to make use of volunteers or staff to deliver their fresh produce instead. Besides the produce bus, the website states that this non-profit is also involved in other community-led food access projects as well as food access training, but contains very little information besides that.

Guidestar also does not contain information about Activate Food Arizona, just like Wilmington Green Box. However, after reviewing articles that talk about Fresh Express reveal that the produce truck was started by a non-profit called The Discovery Triangle Development Corporation. Their organization appears to help projects in the Discovery Triangle area succeed through providing expertise about financing, project development and market knowledge, and although they have a Guidestar, the link to their website links back to Activate Food Arizona. There appears to be some rebranding going on within that nonprofit organization. There is undoubtedly an argument that Jason is also rebranding the focus of Wilmington Green Box's vision with the opening of his for profit restaurant Green Box kitchen.

A comparison with a nonprofit organization that focuses on entrepreneurship would be another black-owned nonprofit called Coded by Kids. Although the way the mission is carried through is completely different (WGB focusing on healthy eating whereas Coded by Kids focuses on coding education), the premise is the same: provide skills to underrepresented youth to empower them to succeed in entrepreneurial ways. Coded by Kids takes their mission seriously, in addition to their mentorship programming, they host large competitions involving large tech companies and featuring their youth. Wilmington Green Box, once their garden is accomplished, can also perform a similar duty via providing the opportunity for more leadership within the juice-making and gardening. WGB had initiated with creating leadership positions for their youth through electing Emmanuel Knotts as their Youth Supervisor. More similar positions can come to fruition.

## **J. Good to Great**



### ***First Who***

The *First Who* concept involves creating a team of dedicated individuals in roles that are prepared for ‘the ride’. In Wilmington Green Box’s case, the board members are also the “volunteers”. Jason expressed that financial risks were put into the non-profit especially in the beginning stages. Although the nonprofit has no volunteers to, Jason assumed the role of the project director and outreach person. As the outreach part of the team, he manages the social media and responds to every message sent from instagram photo comments to facebook direct messages. John, as construction manager, has provided his talents with carpentry and connections with Home Depot to get affordable construction items for the various projects such as the boxes for the garden and establishing the kiosk. The at-risk teens are exempt as they are what the nonprofit is aiding and the labor and expertise the teen entrepreneurs produce is the product of the nonprofit’s impact. The non-profit currently has no volunteers, but a volunteer teen and adult were involved in the first phase of the non-profit.

### ***The Hedgehog Concept***

The Hedgehog Concept is a three-circle venn diagram. For Wilmington Green Box and other nonprofits, it can be adapted:

1. Economic income engine for the nonprofit
2. What the nonprofit excels at
3. The nonprofit’s passions

The purpose of the Hedgehog Concept, in the perspective of a non-profit, is to hone the skills to create the best formula for the nonprofit’s craft of providing entrepreneurial opportunities for at-risk youth in Wilmington. In addition, Wilmington Green Box cares for the health and well-being of the community and through employing the youth, the nonprofit has a labor force trained to make fruit juices, fruit salads, and kale salads at the kiosk. The Hedgehog Concept shows that one must be the best at what they do through intentions, planning, and strategizing, and with Wilmington Green Box’s unique perspective, the nonprofit’s mission should be better than being the best. Although the nonprofit is the heart of the bigger organization titled Wilmington Placemakers, the for-profit venture is the extended wing, proof of the nonprofit wanting to be more than be the best at what they do in Wilmington. The plan is to have presence across two states and to establish a potentially national presence for the brand. The COVID-19 emergency was a testament to the nonprofit’s passion, as Jason continued pushing for more locations and adapting in the current times indirectly providing more reach for the nonprofit’s mission. For the economic income engine, grants fuel the nonprofit’s functioning but also so does the for-profit venture which sells the bottled juices created by the youth. With all the circles overlapping, Wilmington Green Box pulls the concept into the reality of nonprofit with the fervor to expand and adapt.

### ***The FlyWheel***

The FlyWheel concept revolves around the idea that successes build upon each other. The hope is that the successes are so exponential, momentum pulls the nonprofit into furthering the brand and mission. On the website, Wilmington Green Box showcases the timeline of the brand in phases. Phase 1, May 2016, was a mobile push-cart providing at-risk neighborhoods the opportunity to purchase fresh produce. By the end of Phase 1, one at-risk teen was trained and employed where WGB provided juices,

fruit salads, and lemonade. Phase two involved a total of three at-risk teens trained and employed. Phase three had six at-risk teens on board and teens would take the newly purchased mobile tri-bike to deliver goods into the surrounding neighborhoods. The goods? Freshly pressed juice from a new juicer along with an expanded menu. Finally, the non-profit was able to establish a brick-and-mortar store to further the mission of providing healthy goods to the community and that location is currently expanding. The FlyWheel Concept was exemplified perfectly, coming from a simple stand to several stores opening up in the matter of four-years and during a global health crisis is success breeding upon success.

### ***Level 5 Leadership***

Level 5 Leadership is executive-based. The head of operations does not focus solely on how they can benefit from their organization, but how their team is benefitting and how the team can further the mission. There are five levels of leadership constructed in a triangle from lowest to highest:

1. Highly capable individuals - individually productive with contributions through talent, knowledge, work ethic
2. Contributing team members - brings talent to be productive and effective in group settings
3. Component managers - organizes people and resources to bring forth productivity
4. Effective leaders - sees a vision, commits and pursues it, effective at improving performance within others
5. Great leaders - effective and resolute with their vision, humble, but plays to their strengths

Highly capable individuals include Nysamere, the teen volunteer. As a newly budding leader, Nysamere is learning a lot from Jason regarding how businesses run, what goes into a business, and how to market, citing Jason as his mentor. He is still coming into his own as a high school student, but participation in several volunteer projects at his high school will bring him up the ranks. Although a perfectionist, he is honing his humility through being comfortable in making mistakes and having an open mind and acknowledging feedback.

John and Jason are both Great Leaders with a Level 5 leadership. Jason is very aware of his strengths in people-skills, motivation, and mentorship. Jason is financially savvy, spearheading grant research and providing budgets to John for John to take the lead on since Jason dislikes micromanaging. However, Jason understands that as one man, his vision involves the involvement of other talented individuals, such as John. John excels at the handiwork, having built the kiosk and furnished the landscaping aspect of the kiosk plot. John, however, is not much of a talker, but Jason is. John is humble, able to admit that he is not involved with paperwork or policies, but carries the heart of the non-profit with having a close relationship with the people working at Green Box Kitchen and even bringing his GodSon into Wilmington Green Box. Both Jason and John are professionals, understanding where their strengths lie and how to enhance the strengths of each other and other individuals. When hiring for Board Members, Wilmington Green Box should look into Level 5 Leadership - identifying individuals who have specific skills that can assist the nonprofit while having the humility to be a teamplayer and let experts within other assets of the organization take the lead. The dynamic of followership within a Board can be exemplified with Jason and John, for Jason would not take the lead on construction as that is not his

expertise likewise John will not be the spokesperson to attend our Tier 3 classes to provide insight into social entrepreneurship.

### **K. Head, Heart, Hustle**

The concept of Head, Heart, and Hustle, adapted from Laura Galansky's book *Work On Purpose*, presents a formula designed to help individuals find success and meaning in their careers. The essential idea is that when someone aligns the issues or ideas they feel most strongly about (+”Heart”) with the natural skill sets and abilities they possess (+”Head”), they are in the best position to make a real, purposeful impact (= “Hustle”). Wilmington Green Box is the embodiment of this very framework. Jason, from day 1 of WGB's creation, has applied a work ethic that is unmatched- and he has yet to slow down since. Him, along with John and James, have an unmistakably strong desire to be true agents of change within their community through teen employment opportunities, entrepreneurial education, and healthy food access. With these goals in mind, they are ever aiming to expand the capacity in which they can operate. Wilmington Green Box at the start had one employed teen and a mobile push cart. Now, they have a seasonal green space and kiosk as well as a tri bike, and a for-profit restaurant venture that they also use as a means of employment. They are always willing to implement new ideas, like with the community urban garden project, and are familiar with taking risks, as seen with the opening of Green Box Kitchen against the advice of financial advisors. The reason why they have been so successful with some of these riskier ambitions is because they do an excellent job at maximizing their strengths in networking and communication. Individual based interactions and meaningful connections with the people that Wilmington Green Box aims to serve has seemed to be a major key in their success. Jason and team are always seeking feedback from the community about what they need and how they can best help them. Jason returns every message, comment and DM he receives on social media. He is well known in the Wilmington community, and knowing the personal impact that he has made on so many lives within the area, individuals are likely to provide him with help that he may need to instigate change. Wilmington Green Box's devotion to empowering at-risk teens and eliminating food deserts intertwining with their networking strategies have made them successful in converting their ambitious plans into completed projects. This very success has allowed them to confidently direct their attention towards regional, even national, expansion of their mission.

### III. SWOT Analysis

Strengths	Weaknesses
<p>Strengths include qualities that separate an organization from competitors, tangible assets like intellectual property, capital, and technologies, and what customers love about the company and products. Additionally, strengths include most positive brand attributes and resources at disposal that competitors do not have.</p> <ul style="list-style-type: none"> <li>• Community support is intimate with the nonprofit's social media presence and outreach within the Wilmington Community</li> <li>• Networking ability enables Wilmington Green Box to receive resources and consulting from community partners to help them complete projects and successfully expand</li> <li>• For-profit restaurant serves as a funding source for the nonprofit and serves as another platform to employ teens</li> <li>• Increased media attention has made WGB's presence more known and has improved their capacity for community outreach</li> <li>• Plant-based health is steadily becoming popular, especially among youth and city areas creating an environment of need and support for Wilmington Green Box's mission</li> <li>• As teens get older and more experienced, management opportunities arise and creates a self-sufficient system of older teens managing and training younger teens.</li> <li>• Installing the SNAP Benefits program has expanded the reach to target low-income families who require access to healthy food</li> </ul>	<p>Weaknesses are things the company lacks and/or things competitors do better. Weaknesses also include resource limitations and a lack of clarity in the unique selling proposition.</p> <ul style="list-style-type: none"> <li>• Unconsolidated board without regular meetings, and absence of members</li> <li>• Informal means of making decisions</li> <li>• No formal method of collecting juice reviews</li> <li>• No volunteers, nor volunteer training program, who could help with administrative procedures and garden management</li> <li>• Financial documentation is not inclusive of financial support breakdown or employee payout dispersal, making it difficult to keep track of contributors for the future</li> <li>• Financial hardships due to COVID-19 have limited juice production and therefore has take a toll on sales</li> <li>• Outdoor kiosk space prevents their operation in colder months</li> <li>• Delineation between nonprofit and business ventures is unclear. Prioritization of the business over the nonprofit and management of a small board may prevent may impede nonprofit's development</li> </ul>
Opportunities	Threats
<p>Opportunities include emerging needs for products or services. Plus, having few local competitors is another opportunity. Additionally, press and media coverage for the organization indicate room for growth.</p> <ul style="list-style-type: none"> <li>• Grants to finance hiring of teens and part time employees</li> <li>• WGB satisfies a niche in the Wilmington market, advocating for plant - based nutrition</li> <li>• WGB has a plot of land that they are developing to be an urban garden, which can serve to meet nutrition and</li> </ul>	<p>Threats represent future trends in the field, or uncertainty posed by COVID-19. Moreover, threats could be the economy, especially considering the United States is due for a recession. Demographics of the staff and target audience pose a potential threat. The physical environment and its accessibility may indicate another threat. Importantly, local, national, and international events can be a threat.</p> <ul style="list-style-type: none"> <li>• Civic unrest and political stressors of civilians unable to pay for basic necessities (rent, food, medical) can resort to potential destruction of businesses, proving</li> </ul>

<p>nutrition education needs of the community, as Wilmington is a food desert</p> <ul style="list-style-type: none"> <li>• With the urban garden in the works, seasonal items such as different squash and tomatoes, can open up variety in the menu for Wilmington Green Box such as soups which allows for a more year-round impact</li> <li>• The employment of teens and provision of mentorship may decrease crime statistics in Wilmington; it also provides long term educational and employment opportunities through The Green Box Kitchen</li> </ul>	<p>difficulty for organizations small and large in cities</p> <ul style="list-style-type: none"> <li>• COVID-19 vaccine has not be released, community garden and kiosk space, when exposed to a large gathering, have the potential for safety concerns</li> <li>• City of Wilmington processing time for waterline management may deter the progress of the community garden due to impending cold weather</li> <li>• Large community garden events may be prevented due city ordinances in neighborhoods</li> <li>• Crop yield for urban garden will be dependent on the unpredictability of weather</li> </ul>
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**IV. Conclusion - Project Proposal**

Through the research conducted through the SWOT analysis and the different facets of non-profit dissection, including the readings referenced throughout the Tier 3 course, our team decided on three suggestions that may improve the efficacy of Wilmington Green Box in achieving the non-profit mission and to be the very best at their craft. Although Wilmington Green Box displays strengths in community outreach, a glaring weakness within the nonprofit is the lack of a Board. With the addition of the for-profit venture, the strides and successes made within the non-profit’s scope of influence can be put on the backburner as Green Box Kitchen can serve as a more profitable and successful asset for the Wilmington Green Box team. The following suggestions fall under the umbrella weakness of the lack of a board, and the following suggestions are potential jobs that can be filled with the inclusion of volunteers or board members.

Project 1 - Implement organizational techniques to consolidate board, manage finances, and maximize financial support.

- One weakness of Wilmington Green Box, as determined by the SWOT analysis is that the organization does not have a consolidated board. There are currently only three members on the board, the executive director, president, and vice president. Increasing the board’s capacity for more members creates more opportunities in that there will be more perspectives in the decision making process. As a result, there are no regular board meetings and decisions are made informally through back and forth conversations. In conjunction with this weakness is the lack of specificity in financial documentation (excel spreadsheet).
- Consolidating the board by formalizing meeting times, increasing the number of board members and clearly defining roles, and creating specific voting procedures for decision making will help Wilmington Green Box better organize financial documents. For instance, the appointment of a managing director ensures someone is accountable for the organization of Wilmington Green Box’s finances. It also creates the space for someone knowledgeable in financial planning and management to join the team to improve the organization’s financial standing. The managing director would be responsible for finances, board relations, data entry, etc. The reason appointing a managing director in efforts to consolidate the board will be beneficial to organization

productivity is because it will in turn help WGB obtain more financial support. Financial document management will include detailing income from specific grants, fundraisers, etc. and providing specifics for employee salaries.

- The utilization of organizational platforms like Asana would help with board consolidation as it would clearly outline functions and goals of each team member within the organization. Moreover, it encourages the maintenance of finances.
- Since plant-based nutrition is increasing in popularity, the WGB mission may be more relatable and attract potential board members. Also, since Wilmington Green Box has gained more momentum in terms of community outreach, it enables them to attract more potential board members from diverse backgrounds. Through Wilmington Green Box's strength in teen mentorship and employment, encouraging teens to take on board member roles is an option the organization could pursue.

Project 2 - Completion of the Urban Garden to expand access to food options within the community while also providing a sustainability aspect through educating the community regarding healthier food choices.

- Starting the Spring Semester of 2019, the Tier 2 team of Wilmington Green Box embarked on a garden plot construction project. Unfortunately, the identified threat of COVID-19 halted plans as the world fell into a global pandemic. Jason has expressed urgent concern for the completion of the Urban Garden, a time-sensitive project that will immediately address food accessibility issues.
- Wilmington Green Box's greatest strength is their ability to listen to the needs of the community that they are so intimately involved in. The Urban Garden opens up an opportunity for community-members to partake in gardening to promote self-efficacy and nutrition. Jason has also expressed an interest in creating a mentoring program involving educating youth about healthier food choices while tying in the aspect of gardening.
- With Jason's for-profit venture taking off, less and less time can be devoted to the non-profit side, leaving the opportunity for Jason to consider another hand or volunteer force to tend the garden and establish it. Master Gardeners from the University of Delaware are a quick call away to start the gardening process and even the boxes.
- Although our Tier 3 team functions essentially as volunteers responsible for the start-up of the garden via finding out important plot information such as the presence of water meters, we are at the mercy of the City and how fast they can get back to us regarding our requests. Although we have been proactive with calling the respective officials to get information regarding whether or not it is cheaper to use a neighbor's water line or if installing our very own waterline is a better alternative, there has been no calls back. Due to the extended timeline, having a volunteer team dedicated to this aspect is essential so the rest of the organization can continue working on other aspects.
- With the creation of the Garden, more teens can be employed to be trained to maintain the garden while also becoming educated on healthy nutrition, potentially functioning as community-leaders that can assist with the plots if WGB decides to sell the plots to the community. Local to Newark, DE, a neighborhood requests for volunteers to dig-up old, abandoned gardens to be prepared for future renters. The employed teens can be involved with something similar, addressing the goal of providing at-risk youth employment opportunities while also expanding the reach of the organization.

### Project 3 - Renovate current kiosk space to accommodate fall/winter months.

- The development of the outdoor kiosk was a major step contributing to the capacity in which Wilmington Green Box could operate, as they then had a space that could accommodate community gatherings and increase the amount of products they could sell. The completion of this project however still did not address one of their limitations concerning ability to operate year round.
- Renovating the kiosk space to function as a comfortable place to be even in during the colder months could provide the Wilmington community with healthy food options at times where it is arguably even harder to get to a grocery store, as many citizens may lack vehicles and resort to travel via foot or public transportation. These means of travel become more unlikely in darker and colder outdoor conditions.
- With the garden hopefully able to provide locally grown produce, a renovated kiosk could serve to function as the space in which a variety of fresh fruits and vegetables from every growing season could be sold directly. It could essentially function as a miniature grocery store or year round farmer's market, with the key difference being that all the products being grown and sold are entirely sourced by Wilmington Green Box itself.
- Successful completion of a project like this would require implementation of certain infrastructure like an outdoor heating system and a pergola over the space or a similar support structure to allow for tent covering that could be removed during colder months, and lights incorporated either into the tent or implemented into the groundspace.
- Although this would be a project that would require an extensive amount of planning and outside resources, WGB has an extensive network of outside organizations willing to provide materials, advice, equipment and personnel to aid in building. Jonathan as the construction manager has knowledge in operations concerning logistics about infrastructure and the various possibilities and obstacles involved with the process.

## V. References

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*Good to Great* by Jim Collins

*Work on Purpose* by Laura Galansky

Jason Aviles, Project Manager, Executive Director of Board, Wilmington Green Box

John Naughton, Construction Manager, President of Board, Wilmington Green Box

Nysamere Ridley, Teen Employee, Wilmington Green Box



### LEAD 340 Class Notes 11/11

- All three projects are interrelated
- Focus on making WGB a year round business
  - Longer they are open = generation of more revenue + more sustainable they will be
  - Increasing time that teens can have employment
- Wrap up last year's project
- Check with zoning board in Wilmington to see structurally, what you can see in the kiosk space
- What labor force would be needed in the winter, since teens work they during the summer
- The urban garden is not going to produce produce year round
  - Option to freeze fresh produce